Title 40/CCA Certification and Confirmation Process Improvement Update

Presented to:
Mr. Dave Wennergren (NII/DoD CIO)
Dr. Nancy Spruill (OUSD/AT&L)
May 5, 2009

Agenda

1. **Introduction (Ed)**
2. **Tollgate Reviews for Projects #1 and #2: DEFINE Phase**
   - Project # 1: Improving the Quality of Outcome Measures (Ron)
   - Project # 2: Improving Post Implementation Reviews (Rick)
3. **Project #3 Update (Bob)**
   - Revising Charter (to capture VoC & Identify Measurable Y)
     - Selected 17-20 MAIS/MDAP programs to target survey
4. **Next Steps (Tomatra)**
   - CCA Advisory Committee Meeting 13 May 09
   - Bridging the gap with PA&E (Introduction & Conversation)

The Six Sigma Tollgate Tool

Define	Measure	Analyze	Improve	Control
❑ Project Charter ▪Problem Statement ▪Defined Benefits ▪Business Case	❑ Process Map	❑ Potential Xs	❑ "To Be" Process Map	❑ Transition Plan
❑ Measurable Y ▪Customer Specs/VOC	❑ Data Collection Plan ▪Data Collected	❑ Critical Xs	❑ Improvement Strategy ▪Improvement Model ▪"X" Improvement Target	❑ QC Chart
❑ Cross Functional Team	❑ Data Presentation ▪Run Chart; Histogram; Mean/Stand. Dev.	❑ Required Data Display: ▪ **Pareto Charts; Fish Bone / C&E; Histograms;**	❑ Mistake Proofing	❑ Communication to Impacted Areas
❑ Timeline	❑ Updated CTQs/CTPs	❑ Optional Data Display: ▪ **Descriptive Stats.; Time Series Plots; Control Charts; Box Plots**	❑ FMEA	❑ Project Documentation
❑ SIPOC	❑ "Y" Performance Target	❑ XY Matrix	❑ Risk Analysis & Risk Mitigation Plan	
I accept the Define Tollgate. Signed:	I accept the Measure Tollgate. Signed:	I accept the Analyze Tollgate. Signed:	I accept the Improve Tollgate. Signed:	I accept the Control Tollgate. Signed:
_____ *(Sponsor)*	_____ *(Sponsor)*	_____ *(Sponsor)*	_____ *(Sponsor)*	_____ *(Sponsor)*
_____ *(Process Owner)*	_____ *(Process Owner)*	_____ *(Process Owner)*	_____ *(Process Owner)*	_____ *(Process Owner)*
_____ *(MBB / PE Leader)*	_____ *(MBB / PE Leader)*	_____ *(MBB / PE Leader)*	_____ *(MBB / PE Leader)*	_____ *(MBB / PE Leader)*
_____ *(Finance Owner)*		_____ *(Finance Owner)*		_____ *(Finance Owner)*

MOE Process

Lean Six Sigma

Team Members

Name	Role	Affiliation	DACI
Ron Richardson	Black Belt	DoD CIO	Driver
LoraLee Kodzo	Master Black Belt	OSD/IBM	Driver
Dave Wennergren	Sponsor	DoD CIO	Approver
Ed Wingfield	Process Owner	DoD CIO	Approver

Charter

Problem Statement:	A three year sampling of data from the Initial Capabilities Document (ICD) reveals that 46% (61 out of 132) failed to articulate outcome measures (formerly measures of effectiveness (MOEs)) thereby potentially increasing requirement changes
Business Case:	• Ability to assess mission area capability need • Reduce costs and schedule overruns associated with requirement changes due to lack of outcome measures • Provide needed capability to war-fighter on-time at expected cost
Unit:	Measure of Effectiveness in Initial Capabilities Document
Defect:	ICD failed to articulate measurable MOE's prior to MS A
Customer Specifications:	MOEs defined in the ICD, pre-MS A, that are measurable to satisfy the desired effect to fill the capability gap. MOE must be quantifiable and a measure to what degree the real objective is achieved.
Measure Start:	End of Capabilities-Based Assessment Process and submission of an ICD into the JROC Knowledge Management/Decision Support (KMDS) system
Measure Stop:	Material Development Decision (MDD)
Scope:	New IT/NSS investments under the purview of the Logistics (L), Command & Control (C2) and Net-Centric (NC) functional

Having MOE's in place, pre-MS A, can reduce investment costs

Timeline

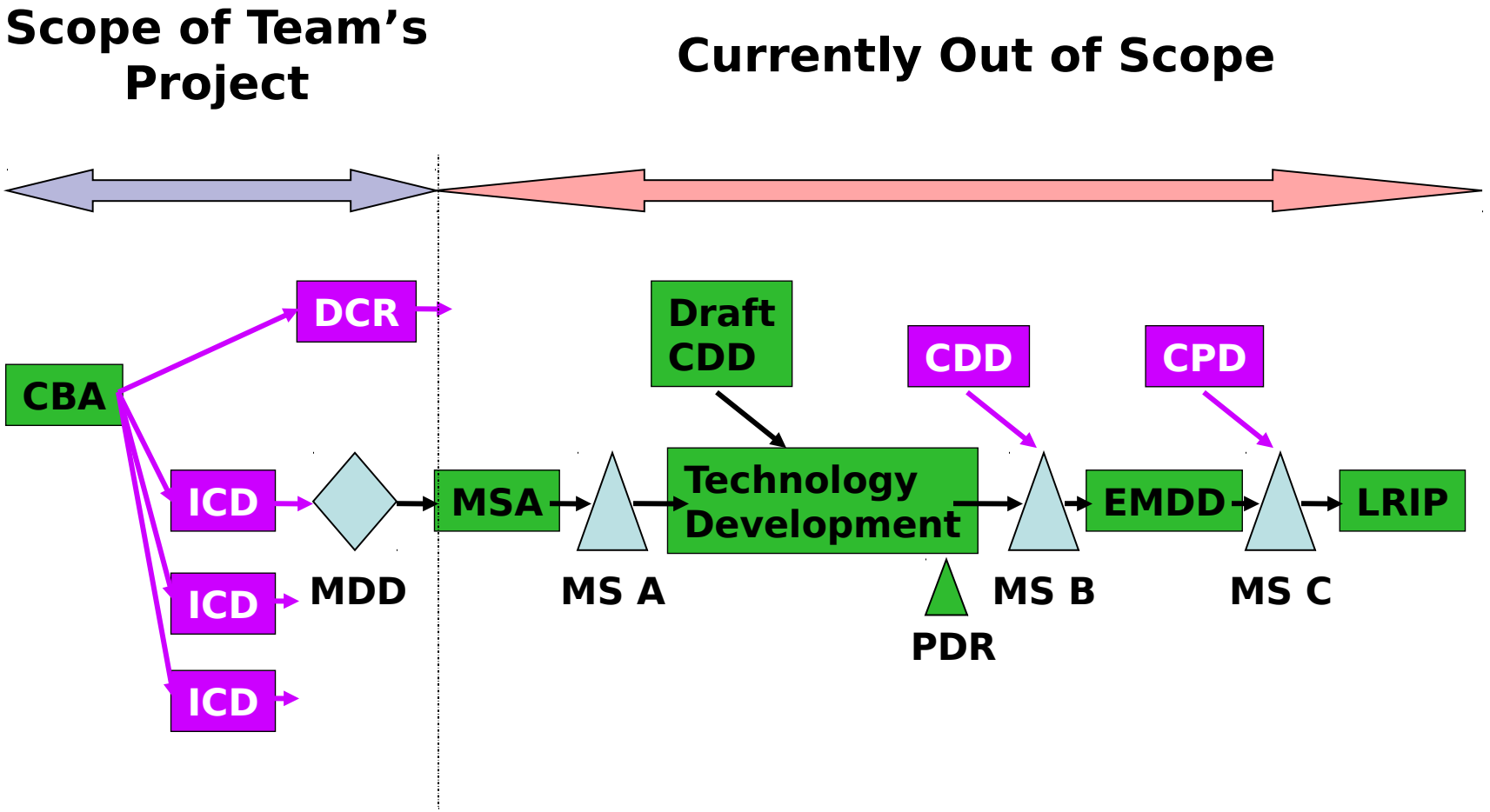
Phase	Planned	Actual	Status
Define	**11 Feb 09**	**5 Mar 09**	
Measure	**26 Feb 09**	**5 Mar 09**	
Analyze	**05 Mar 09**		
Improve	**20 Mar 09**		
Control	**30 May 09**		

Cross Functional Team

Lean Six Sigma

Team Members			
Name	Role	Affiliation	DACI
Ron Richardson	**Black Belt**	**DCIO**	**Driver**
LoraLee Kodzo	**Master Black Belt**	**OSD/IBM**	**Driver**
Dave Wennergren	**Sponsor**		**Approver**
TBD	**Process Owner**		**Approver**
Greg Seitz	**SME**	**Army CIO/G6**	**Approver**
Darlene Kerner	**SME**	**OSD ATL**	**Contributor**
Austin Huangfu	**SME**	**DOT&E**	**Contributor**
Bill Cooper	**SME**	**J8**	**Contributor**
Len Sadauskas	**SME**	**NII/DoD-CIO**	**Contributor**
Greg Prothero	**SME**	**AF/A5RD**	**Contributor**
Franz Helchinger,	**SME**	**OPNAV, N912D1**	**Contributor**
John Allen	**SME**	**DOTE**	**Contributor**
Laurence Paulson	**SME**	**OSD-ATL**	**Contributor**
Tom McGowan	**SME**	**OSD ATL**	**Contributor**
Jack Zavin	**SME**	**NII/DoD-CIO**	**Inform**
Neal Zank	**SME**	**AF CIO**	**Inform**

Process Scope



CJCSI 3170.01G JCIDS Process

MOE LSS Project Tollgates

Lean Six Sigma

Define	Measure	Analyze	Improve	Control
❑ Project Charter ·Problem Statement ·Defined Benefits ·Business Case	❑ Data Collection Plan ▫Data Collected ▫Initial characterization of the extent of the problem	❑ Potential Xs	❑ Improvement Strategy ▫ DOE ▫ Value Stream Map ▫ Theory of Constraints ▫ Lean	❑ Control Plan ▫ Documented SOPs ▫ Audit Plan ▫ Reaction plan
❑ Measurable Y ·Customer Specs/VOC ·Determine Defect	❑ Measurement System Analysis / Validation	❑ Data Display: Pareto Charts; Fish Bone / C&E; Histograms;	❑ Improvement Analysis ▫ Mistake Proofing ▫ Risk management – FMEA ▫ Cost-Benefit analysis ▫ Feasibility analysis	❑ Communication to Impacted Areas
❑ Define Scope ❑ Cross Functional Team	❑ Data Presentation ·Run Chart; Histogram; Mean/Stand. Dev.	❑ Root Cause Analysis ▫XY Matrix ▫FMEA	❑ Implementation ▫ Plan ▫ Execution	❑ Project Documentation ▫ Statistical evidence of improvement
❑ Project Plan ❑ SIPOC	❑ Value Stream Map ❑ Initial Process Capability, CTQs, CTPs	❑ Validated Critical X's	❑ Evidence of Improvement ▫ Pilot Results ▫ Indicated actions	❑ Transfer to Project Owner
	❑ "Y" Performance Target	❑ Update of Project Charter		❑ Final Report
I accept the Define Tollgate. Signed:	I accept the Measure Tollgate. Signed:	I accept the Analyze Tollgate. Signed:	I accept the Improve Tollgate. Signed:	I accept the Control Tollgate. Signed:
(Sponsor)	*(Sponsor)*	*(Sponsor)*	*(Sponsor)*	*(Sponsor)*
(Process Owner)	*(Process Owner)*	*(Process Owner)*	*(Process Owner)*	*(Process Owner)*
(MBB / PE Leader)	*(MBB / PE Leader)*	*(MBB / PE Leader)*	*(MBB / PE Leader)*	*(MBB / PE Leader)*
(Finance Owner)		*(Finance Owner)*		*(Finance Owner)*

#2 Improving Post Implementation Reviews (PIRs)

Lean Six Sigma

Team Members			
Name	Role	Affiliation	DACI
Rick Perron	**Green Belt**	**DoD CIO**	**Driver**
Ed Wingfield	**Sponsor**	**DoD CIO**	**Approver**
Tomatra Minor	**MBB**	**DoD CIO**	**Driver**
Dave Wennergren	**Process Owner**	**DoD CIO**	**Approver**

PIR data enables capability portfolio development trend analysis and identification of best practices

LSS Charter	
Problem Statement:	PIRs are not being conducted by all MAIS and MDAP solutions for capability gaps, thereby hampering the DoD's ability to identify and report on capability portfolio development trends and best practices.
Business Case:	Develop a plan to – • Ensure that PIRs are conducted • Implement standardized reporting • Enable analysis of trends and identify potential capability development best practices
Unit:	PIR Plan & Report
Defect:	PIR not conducted, inability to conduct trend analysis and to identify best practices
Customer Specifications:	Ability to develop PIR Report trend analysis and best practice identification
Start:	Receipt of PIR Plan
Stop:	PIR Report issued, recipients complete analysis of trends, and best practices documented
Scope:	New IT/NSS investments under the purview of the Command & Control (C2) and Net-Centric (NC) functional capability boards (FCB).

Timeline			
Phase	Planned	Actual	Status
Define	**22 Jan 09**	**dd mm yy**	
Measure	**20 Feb 09**	**dd mm yy**	
Analyze	**27 Feb 09**	**dd mm yy**	
Improve	**06 Mar 09**	**dd mm yy**	
Control	**20 Mar 09**	**dd mm yy**	

PIR Cross Functional Team

Lean Six Sigma

Team Members			
Name	**Role**	**Affiliation**	**DACI**
Rick Perron	**Green Belt**	**DCIO**	**Driver**
Tomatra Minor	**Master Black Belt**	**NII/DoD CIO**	**Driver**
Ed Wingfield	**Sponsor**	**DCIO**	**Approver**
Dave Wennergren	**Process Owner**	**DASD, IMI&T**	**Approver**
1. Len Sadauskas		**DCIO**	**Contributor**
2. Amelia Grazioso		**DCIO**	**Contributor**
3. CDR Ben Torreon		**J6**	**Contributor**
4. Don Meadows		**NII**	**Contributor**
5. Major Jeff Delvecchio		**NII**	**Contributor**
6. John Burson		**DON CIO**	**Contributor**
7. Austin Huangfu		**DOT&E**	**Contributor**
8. Jim Oliver		**Army**	**Contributor**

PIR High-Level As-Is Process

Lean Six Sigma

High Level SIPOC

Suppliers	Inputs	Process	Outputs	Customers
• SPONSOR	• PIR PLAN (DRAFT/FINAL/ SIGNED)	DRAFT PIR PLAN → FINALIZE PIR PLAN → REVIEW & COMMENT (COMPONENT CIO) → ASSESS (DoD CIO) → EXECUTE PIR REVIEW → ANALYZE INDEPENDENT DATA → IDENTIFY BEST PRACTICE	• PIR PLAN	• SPONSORS
• PMO	• MOEs (BASED ON ICD/CDD)		• PIR REPORT	• CPMs
• COMPONENT	• AoA		• FOC RECOMMEN DATIONS	• USERS
	• OT&E DATA/RESULTS		• DOT&E RECOMMEN DATIONS	• PMO
	• REQUIREMENT S			• OSD COMPTROLLER

Y = PIR not conducted, inability to conduct trend analysis and to identify best practices

PIR LSS Project Tollgates

Lean Six Sigma

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❑ Project Plan ❑ SIPOC	❑ Value Stream Map ❑ Initial Process Capability, CTQs, CTPs	❑ Validated Critical X's	❑ Evidence of Improvement ▫ Pilot Results ▫ Indicated actions	❑ Transfer to Project Owner
	❑ "Y" Performance Target	❑ Update of Project Charter		❑ Final Report
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(Process Owner)	*(Process Owner)*	*(Process Owner)*	*(Process Owner)*	*(Process Owner)*
(MBB / PE Leader)	*(MBB / PE Leader)*	*(MBB / PE Leader)*	*(MBB / PE Leader)*	*(MBB / PE Leader)*
(Finance Owner)		*(Finance Owner)*		*(Finance Owner)*

#3 Optimizing CCA & Defense Acquisition System Processes

Team Members			
Name	Role	Affiliation	DACI
Ed Wingfield	**Green Belt**	**DoD CIO**	**Driver**
TBD	**MBB**	**OSD**	**Driver**
Mr. Wennergren	**Sponsor**	**DASD/DCIO**	**Approver**
Mr. Grimes	**Process Owner**	**ASD/CIO**	**Approver**

Problem Statement under revision

Problem Statement:	…cate the Defense Acquisition System (DAS) (i.e., DoDI 5000.02) regulatory requirements for MAIS and MDAP acquisitions.
Business Case:	▪ Optimize DAS processes to meet Title 40/CCA requirements ▪ Eliminate duplicate compliance & documentation requirements ▪ Permit PM to focus on program execution not documentation
Unit:	Title 40/CCA Compliance documentation
Defect:	Duplicate compliance and documentation requirements for the 7 Title 40/CCA elements addressed in the DAS.
Customer Specifications:	No duplication of compliance & documentation requirements (for PMs)
Start:	Milestone A.
Stop:	Full-Rate Production Decision Review (FRPDR)
Scope:	Title 40/CCA compliance process for all DoD Major Automated Information Systems (MAIS) and Major Defense Acquisition Programs (MDAP) (i.e., all ACAT I programs at all milestones).

Eliminating duplicate compliance & documentation requirements allowing PMs to focus on program execution

Timeline			
Phase	Planned	Actual	Status
Define	**23 Jan 09**	**dd mm yy**	
Measure	**24 Feb 09**	**dd mm yy**	
Analyze	**03 Mar 09**	**dd mm yy**	
Improve	**10 Mar 09**	**dd mm yy**	
Control	**20 Mar 09**	**dd mm yy**	

What is our Approach?

- **Team is revising Project Charter and redefining the Measurable Y (to be determined from the survey results)**
- **VoC Collection: the GB and team have selected 17 – 20 programs. A survey has been created and is targeted for PMOs/PEOs and military service HQ staff for the selected programs.**

Program Selection Criteria

1. MDAP or MAIS programs
2. Includes programs from the Air Force, Army, Navy, DISA and Joint programs
3. Must have had a milestone decision within the last 3 years

Next Steps

- For Us
  - CCA Advisory Committee Meeting 13 May 09
    - Focus: Leveraging implemented CPI/LSS CCA Solutions for “Best Practices”
- Co-Sponsor Support
  - Mr. Wennergren & Dr. Spruill Attend/Dial-in to next CCA AC meeting session (13 MAY 09 or 10 JUN 09)
    - Encourage /Recognize Advisory Committee members, Belts and Project Teams
  - Move forward on communication with PA&E
    - CCA Project Initiation